ANNUAL REPORT

for the fiscal year
ending March 31, 1984

Civil Service Commission

To His Honour,

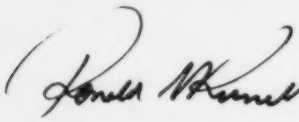
The Honourable Alan R. Abraham, C.D.
Lieutenant Governor of Nova Scotia

May It Please Your Honour:

I have the honour to submit herewith the Report of the Nova Scotia Civil Service Commission for the year ending March 31, 1984.

I have the honour to be Sir,

Your obedient servant,



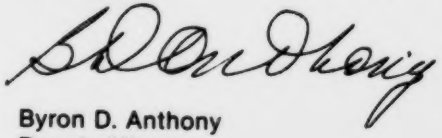
Ronald S. Russell
Minister in Charge of Administration
of the Civil Service Act

Halifax, Nova Scotia
April 1, 1984

The Honourable Ronald S. Russell
Minister in Charge of Administration
of the Civil Service Act
Province of Nova Scotia

Sir:

In conformity with the provisions of Section 5, subsection (j), of the Civil Service Act, Chapter 3, Revised Statutes of Nova Scotia, 1980, I have the honour to submit herewith the Report of the proceedings and work of the Civil Service Commission from April 1, 1983, to March 31, 1984.



Byron D. Anthony
Deputy Minister
Civil Service Commission

Halifax, Nova Scotia
April 1, 1984

INTRODUCTION

The Nova Scotia Civil Service Commission is required, pursuant to Section 5(j) of the Civil Service Act, to present to the House of Assembly, through the Minister to whom the Civil Service Commission reports, a yearly report upon the performance and operation of the commission for the preceding fiscal year.

The role of the Civil Service Commission and its staff is to provide corporate personnel policies, programs, and services throughout the Nova Scotia public service. When combined with effective leadership and management by all agencies of government, the result is an effective work force committed to implementation of government policies and programs.

Each year, the Commission provides direction for the management of new and ongoing issues in the personnel administration field, including compensation, collective bargaining, human resource and executive development, performance appraisal, and job evaluation and classification.

This report will contain a summary and commentary on the activities and programs in the divisions of the Civil Service Commission for the fiscal year 1983-84.

Chairman of Management Bd.
Hon. Ronald S. Russell
Deputy Minister of the
Civil Service Commission
Byron D. Anthony
Executive Director of the
Civil Service Commission
George L. Hall
Secretary
C. O'Neill
Personnel
Managers (11)
Director of Staffing
E. Pace
Director of
Compensation
B. MacCharles
Director of Staff
Relations
J. Puchyr
Director of
Administration
R. Falconer

STAFFING DIVISION — ANNUAL REPORT 1983-84

The Staffing Division continued to provide a range of services in four major program areas during fiscal year 1983-84:

— Staffing
— Employment Services
— Affirmative Action
— Human Resource Development

The restrictions on civil service hiring imposed in the previous year eased somewhat during the course of this year, resulting in an increase in all operational activities pertaining to the filling of vacancies.

Some 641 civil service vacancies were posted for competition through the Division. Approximately 12,000 applications for these positions were received and considered by staff of the Division, with a resulting eligible list for each vacancy being furnished to departments. The numbers of applicants for virtually all categories of employment showed an increase, and in some instances, several hundred applications were received for individually posted vacancies. The volume strained previous employment application processing procedures beyond their capacity, and modifications in these systems were implemented in the fall of 1983 in an effort to overcome deficiencies.

During the year some 300 appointments were made of persons who had been employed previously on a continuing casual basis for over two years. These appointments were made without competition, pursuant to terms of an agreement with the Nova Scotia Government Employees Union in February 1983.

The Division was involved in efforts to place 18 employees who were put on layoff status during the course of the year. Of this group, 8 were placed in alternate civil service vacancies for which they qualified, 4 opted for early retirement, and 6 remain on the priority placement list.

An additional 18 employees had their employment terminated during the year, and although they lacked formal placement priority, efforts were made to assist them in gaining re-

employment. Of this group, 11 were placed in alternative jobs in the civil service, 1 obtained employment elsewhere, 1 relocated outside the country, and 5 remain under consideration for alternative positions.

The Division experienced a relatively small number of staffing related grievances during the year. However, there has been an increase in recent months, and a re-assessment of staffing policies and practices has been commenced to ensure that staffing procedures adequately meet the demands imposed by the terms of collective agreements.

The Division continued activities and services in the following areas during the year:

— providing "Staffing for Managers" workshop

— arranging placements for students in work experience situations

— clerical skills testing

— participating at high school and university career days

— providing career and employment counselling services

— assisting departments in filling temporary/casual vacancies

— assisting departments in filling temporary/summer vacancies

— participating in selection interview committees in departments

During the year, the Division made improvements to the internal management information reporting system (results indicators), updated staffing policy statements, and re-evaluated options towards establishing a management skills inventory. Improvements were made with respect to vacancy publicity, and efforts continued by which to strengthen the contribution to selection committees.

Activity Report

During the year, a total of 1,450 appointments were made to and within the civil service under the authority of the Civil Service Act.

There were 303 appointments as a result of employee promotion, demotion, and transfer; the remaining 1,147 appointments were new appointments to the civil service.

Appointments processed:

Probationary/Permanent	998
Term	25
Temporary	124
Promotions	154
Demotions	8
Intra-department Transfer	115
Inter-department Transfer	26
TOTAL	1,450

There were 13 vacancies approved to be advertised through the media during the year; all other recruitment resulted from vacancy postings, and the recruitment efforts of staffing officers and departments.

Officers of the Division participated in 70 selection committees during the year. A total of 44 students from high schools, business education and related programs were placed in work experience situations for short periods, and officers made 17 visits to schools and universities for career days and to provide employment information.

Approximately 25,000 persons visited the Civil Service Commission office to make employment inquiries. Some 3,100 employment interviews were conducted by Staffing Officers. An increasing number of requests were received, for career and employment counselling and assistance with resumé preparation, and related employment and applicant assistance services, from both employees and from others interested in civil service employment and career opportunities. While the Division lacks the resources to provide a comprehensive career counselling service, efforts are made to assist wherever possible through the

Employment Services Officer and the Staffing Officers. Other organizations and agencies providing such specialized services have been identified, and this enables us to refer those with particular needs to agencies which can provide specialized assistance.

AFFIRMATIVE ACTION — ANNUAL REPORT 1983-84

During the past year the Affirmative Action Section continued to focus its efforts on increasing the representation of blacks, native Indians, disabled persons and women in the civil service.

In June 1983, meetings were held with deputy heads of all departments to review and discuss department profiles with regard to the affirmative action policy and to clarify the role of the Commission and departments in implementing the policy.

The operational activities of the section centered on the following:

— identifying and interviewing as many as possible of persons in the target groups who are interested in civil service employment

— entering qualified candidates from affirmative action inventories in appropriate employment competitions

— monitoring the results of referral activity through follow-up contacts and monthly reports from departments

While most efforts were concentrated on the above activities, the section also attempted to ensure that target group organizations and individuals throughout the province were aware of government policy and program related to affirmative action.

A summer student was employed in the Sydney area in 1983 to serve as an outreach worker for the program. Meetings were held through the year with several organizations, including representatives of the Union of Nova Scotia Indians and the Native Council of Nova Scotia, as well as organizations representing disabled persons and blacks. Participation in career days organized by some of the above groups, as well as meetings with students groups, were additional activities aimed at ensuring that target group persons were comfortable in approaching the Civil Service Commission.

Discussions were held with federal Public Service Commission staff in Nova Scotia regarding the possibility of joint ventures related to affirmative action. A one-half day workshop for guidance counsellors in the Halifax-Dartmouth metropolitan area was jointly sponsored and provided a good forum whereby we undertook to foster a better understanding of respective employment opportunities, competition procedures, and affirmative action programs.

Efforts were also made to place target applicants in casual positions. Approximately 50 target group persons were successful in gaining employment in casual positions and department sponsored job creation projects.

SALARY DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
MARCH 1984

	NUMBER		PERCENTAGE	
	Male	Female	Male	Female
Below $25,000	1981	4196	32	68
$25,000-$30,000	925	991	48	52
$30,000-$35,000	639	211	75	25
$35,000-$40,000	409	99	81	19
$40,000-$50,000	389	50	89	11
$50,000 +	124	18	87	13

CIVIL SERVICE REPRESENTATION
BLACKS, NATIVE INDIANS, DISABLED PERSONS
MARCH 1984

	Blacks	Native Indians	Disabled
1978	179	3	—
1979	179	6	34
1980	187	7	35
1981	196	6	36
1982	195	5	47
March 1984	204	5	50

OCCUPATIONAL DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
MARCH 1984

	Number		% of Total Category	
	Male	Female	Male	Female
Clerical	203	2,058	9	91
Administrative Support	10	303	3	97
Dental Services	5	0	100	0
Education "A"	143	38	79	21
Education "B"	187	49	79	21
Management Compensation Plan	982	312	76	24
Technical	1,333	291	82	18
Professional	694	276	72	28
Medical Services	28	6	82	18
Maintenance & Operational	443	2	99.6	.4
Service	140	277	34	66
Health Services (Nursing)	31	1,196	3	97
Health Services "A"	140	328	30	70
Health Services "B"	83	387	18	82
Pathologist	11	5	69	31
Laboratory Scientists	5	1	83	17
Totals	4,438	5,529	45	55

HUMAN RESOURCE DEVELOPMENT

The role of the Human Resource Development section is to help departments to effectively develop and utilize their human resources in accordance with organizational needs. Its services are provided in three main areas:

— the Staff Training and Development Program, which provides in-service training courses of a non-technical nature to meet service-wide training needs

— consulting services which are provided upon request to meet the needs of individual departments for assistance in areas such as training needs identification, design and delivery of training programs, selection of training resources, performance appraisal implementation

— educational leave policy administration

The initiatives and developments during the last year in the Human Resource Development function reflect a number of current organizational concerns that are by no means unique to the Nova Scotia civil service. They include:

— the need for improved and demonstrable cost-effectiveness in the delivery of human resource development services

— recognition of the management group as a critical corporate resource, and of the need for distinct human resource development services tailored to meet the unique needs of this group

— the need for training related to the introduction of computerized systems for all levels of staff

The Human Resource Development function has reported to these concerns with a variety of initiatives, the most significant of which are:

— introduction of a comprehensive Human Resource Development Policy. New policy statements have been issued on training, employee orientation, performance

appraisal, and secondment, and the previous educational leave policy has been revised.

— development of a strengthened management training program. To meet this need, a comprehensive management development program has been developed. Key features of the program are:

- a "continuing education" approach based on a continuum of training events
- a curriculum that emphasizes management systems and processes unique to the Nova Scotia government, as well as general management skills
- mechanisms for improving transfer of skills and knowledge from the training event to the work situation.

— implementation of a management performance appraisal system. The Human Resource Development Section has developed:

- a training package including a detailed outline of seminar content and videotapes
- a training seminar for selected departmental representatives to assist them in delivery of the package to managers of their departments
- a step-by-step manual for use of managers as an ongoing guide.

— emphasis on consulting services to departments. During 1983-84, a total of 55 consulting events have been provided on behalf of 16 government departments and agencies. These include implementation of the management performance appraisal system, interviewing techniques, managing marginal performance, motivating long-term employees, conducting meetings and assistance in the implementation of organizational problem-solving sessions.

— improvements in training course design and evaluation procedures. The number of training events offered under this program has more than doubled during the last year (from 30 to 65) and a number of initiatives have been taken with respect to needs assessment, course design, course evaluation, and decentralization of training to regional areas.

— increased emphasis on regional training. A series of consultations with regional staff has been initiated to assist in the identification of regional training priorities and local resources and facilities. One outcome has been the formation of an interdepartmental committee in the Sydney area to advise Human Resource Development staff on the planning of training activities in that area.

Educational Leave Program

The Human Resource Development Section administers the Government of Nova Scotia Educational Leave policy. Some 46 applications for educational leave were approved during 1983-84. Twenty-eight (61%) were granted for professional development of Health Services staff through in-service training programs conducted by the Victoria General and Nova Scotia Hospitals. Ten leaves (22%) were granted for attendance at graduate university programs and four leaves (9%) for attendance at undergraduate university programs. Of the remaining four leaves, one was for the purpose of attending a technical training program, one for the purpose of completing a professional accounting designation, and two for non-degree professional upgrading courses.

Educational leaves may be granted with full pay, partial pay, or without pay. During 1983-84, the distribution of educational leaves was as follows:

— full pay	74%
— partial pay	11%
— without pay	15%

SUMMARY OF STAFF TRAINING AND DEVELOPMENT PROGRAMS
April 1, 1983 to March 31, 1984

Course	No. of Offerings	No. of Participants	M	F
Management and Supervisory Skills				
Establishing Performance Objectives*	3	21	14	7
Introduction to Computers & Data Processing	9	156	110	46
Introduction to Performance Appraisal*	1	7	4	3
Making Effective Presentations*	2	26	18	8
Management Development Seminar	3	34	24	10
Managing Time	2	28	14	14
Performance Appraisal Interviewing*	2	16	8	8
Performance Appraisal (Train the Trainer)*	2	38	31	7
Problem Solving*	1	8	6	2
Selecting Leadership Styles*	1	9	5	4
Staffing for Managers	2	23	13	10
Supervisory Skills	2	25	17	8
Time Management	1	10	5	5
Communication Skills				
Conducting Meetings*	2	15	8	7
Media Workshop*	1	8	5	3
Report Writing	1	14	9	5
Writing Letters & Reports	3	42	26	16
Clerical/Secretarial				
Career Planning	3	39	—	39
Development Workshop for Support Staff	1	13	—	13

SUMMARY OF STAFF TRAINING AND DEVELOPMENT PROGRAMS
April 1, 1983 to March 31, 1984
(continued)

Course	No. of Offerings	No. of Participants	M	F
Effective Telephone Communication	2	33	4	29
Introduction to the Electronic Office*	1	30	—	30
Professional Development for Secretaries	4	39	—	39
Employee Health & Safety				
Alcoholism & Drug Dependency	1	13	7	6
Emergency First Aid	2	35	10	25
Heart Saver (CPR)	2	32	19	13
Other				
Evidence-giving and Court Procedures	1	12	9	3
Pre-Retirement Planning Seminar	10	199	90	109
Total	65	925	456	469

*New courses

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCE DEVELOPMENT ACTIVITIES BY DEPARTMENT

Department or Agency	Educational Leaves	In-Service Training
Agriculture & Marketing	4	25
Attorney General		16
Consumer Affairs		6
Culture, Recreation & Fitness		14
Development		22
Education	1	62
Environment		23
Finance		
General	1	29
Provincial Tax Commission		22
Fisheries	1	5
Government Services		2
Health		
General	6	97
Nova Scotia Hospital	6	56
Victoria General Hospital	26	116
N.S.C.O.D.D.		19
Labour & Manpower		10
Lands & Forests		29
Mines & Energy		26
Municipal Affairs		17
Public Service		
Advisory Council on the Status of Women		3
Auditor General		3
Civil Service Commission		17
Electoral Office		1
Government Purchasing Agency		1
Housing		55
Legislative Counsel		4
Legislature		8
Management Board		8
Ombudsman		2
Policy Board		3
Protocol Office		2
Workers' Compensation Board		1
Social Services		36

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCE DEVELOPMENT ACTIVITIES BY DEPARTMENT (continued)

Department or Agency	Educational Leaves	In-Service Training
Tourism		16
Transportation	1	116
Non-Civil Service Employees		
Camp Hill Hospital		8
Children's Aid Society of Halifax		9
Council of Maritime Premiers		1
County of Halifax		10
Industrial Estates		2
I.W.K. Hospital		5
L.R.I.S.		5
Life Planning & Learning Centre		1
National Defence		3
N.S. Government Employees Union		4
N.S. Research Foundation		4
Victorian Order of Nurses		1
TOTAL	46	925

Co-operative Education Program

Background

The Civil Service Commission's Co-operative Education Program was initiated in January 1981 to assist Nova Scotia government departments and agencies in providing career-related work experience opportunities for students enrolled in a number of co-operative education programs recently established by Nova Scotia universities.

The unique feature of these programs is that students spend alternate semesters in the classroom and on the job, thereby acquiring both academic and practical training. By the time the students graduate, they have already accumulated considerable practical experience and are therefore of greater value to prospective employers.

The co-operative, or co-op, education model also creates links between the universities and business and industry, with mutually beneficial impact on personnel recruitment, information exchange on "state of the art", and more relevant academic course content.

Program Utilization

During 1983-84, a total of 17 co-op positions of 4 months duration were created in 16 Nova Scotia government departments and agencies. The students employed represented five Nova Scotia universities — Mount Saint Vincent, Dalhousie, the Technical University of Nova Scotia, Acadia and Saint Mary's. The co-op students in greatest demand by government departments were those enrolled in Computer Science and Public Relations.

The departments' demand for co-op positions has consistently exceeded the program's resources during each year since its introduction. The 17 co-op positions created in 1983-84 represented only 53% of the 31 positions requested by departments under the program.

DISTRIBUTION OF CO-OP STUDENT POSITIONS BY DEPT./AGENCY

Department/Agency	No.	%
Consumer Affairs	1	5.8
Culture, Recreation & Fitness	1	5.8
Development	1	5.8
Finance	1	5.8
Fisheries	1	5.8
Health	1	5.8
Housing	1	5.8
Labour & Manpower	1	5.8
Lands & Forests	1	5.8
Mines and Energy	1	5.8
Nova Scotia Hospital	1	5.8
Nova Scotia Research Foundation	1	5.8
Public Archives	1	5.8
Policy Board	1	5.8
Social Services	1	5.8
Victoria General Hospital	2	12.0
TOTAL	17	100.0

DISTRIBUTION OF CO-OP STUDENTS BY COURSE OF STUDY

Course of Study	No.	%
Business Administration	1	5.5
Chemistry	2	12.0
Computer Science	3	18.0
Geography	1	5.5
Metallurgical Engineering	1	5.5
Nutrition	2	12.0
Public Administration	1	5.5
Public Relations	5	30.0
Sociology	1	5.5
TOTAL	17	100.0

DISTRIBUTION OF CO-OP STUDENTS BY EDUCATIONAL INSTITUTIONS

Educational Institution	No.	%
Acadia	2	11.7
Dalhousie	4	23.5
Mount Saint Vincent	8	47.0
Saint Mary's	2	11.7
Technical University of Nova Scotia	1	5.8
TOTAL	17	100.0

COMPENSATION DIVISION

Management Compensation

An overall salary policy adjustment effective April 1, 1983, was provided for employees classified under the Management Compensation Plan (MCP). This adjustment provided an average increase of 5% for this group of approximately 1,300 managers and non-bargaining professionals distributed across the various departments and agencies of government.

The performance pay system implemented in 1982 was temporarily suspended for 1983. However, departments were encouraged to maintain the performance appraisal system implemented a year earlier.

The maintenance of benchmark position classification relativities continues to be assigned to a committee of Deputy Ministers. During 1983-84 this committee met on 6 occasions and reviewed and evaluated one (1) new position. In addition, requests for revision of existing positions were reviewed by this committee, 18 of which were revised upward and 7 of which remained unchanged.

In the case of the 3 non-benchmark sub-committees, Committee "A" met 4 times, with 12 positions being considered. Four of these 8 were new positions and 4 were reclassifications of existing positions.

Committee "B" met 4 times, with 6 positions being considered. Of these, 3 were new positions and 3 were reviews of existing positions which resulted in upgradings of these positions.

Committee "C" met 3 times with 6 positions considered. Of these, 3 were new positions and 3 were reviews of existing positions. The discussion on the revised positions resulted in the three positions being upgraded.

The Compensation Division would like to acknowledge the cooperation of the Deputy Ministers and departmental representatives who participate with us in this process which is important to the ongoing maintenance of the system.

Position Evaluation — Bargaining Unit and Non-Bargaining Positions (other than MCP)

The Civil Service Commission Annual Report for 1982-83 gave notice that as a result of the 1983 contract negotiations with Nova Scotia Government Employees Union, the Division is to complete a total review of the classification system currently in place for bargaining unit employees, and establish a classification appeal process.

As part of this process it was necessary to place a freeze on position reviews as of October 11, 1984. As a result of this action requests for reclassifications of existing positions would only be considered if the changes were the result of a major reorganization within a department or division.

Since this directive was in effect for only half the year covered by this report, there was still some activity in this regard. Therefore, during the early part of the year, the division considered the following results:

Eighty (80) positions classified under the Civil Service Classification and Pay Plans were reviewed and re-assigned to higher classes as a result of significant changes in the nature and extent of duties and responsibilities

Fourteen (14) positions were established and classified to accommodate expanding government services

Seven (7) positions were deleted following the reorganization of the departmental establishment and the re-assignment of the duties and responsibilities of these positions to newly established or revised positions

Nine hundred fifty-five (955) persons were reclassified because of promotion to more responsible positions and/or as a result of the upgrading of their qualifications

Nine hundred thirty-seven (937) Management Board requests for additional and replacement positions were processed, and reports were sent by the division

Benefits

This aspect of the total compensation package has, in the past number of years, become of greater concern to employees and employers. To this end, the Compensation Division monitors the level of benefits and working conditions available to non-bargaining employees in order to ensure that they are in line with those available in various collective agreements within the civil service and in other organizations with whom the province might be in competition for resources.

During the year the process was initiated of negotiating with the Nova Scotia Government Employees Association a long-term disability plan, on income continuance. The plan has not yet been finalized at the end of this fiscal year.

Compensation Research

The Compensation Division maintains an active program of compensation research to support the Civil Service Commission's collective bargaining, management compensation, and classification functions. As the central compensation authority for the provincial government, it continues to be called upon by a number of private and public organizations for information about the salary levels and benefits available to civil servants. In addition, because of the size and diversity of the civil service and the expertise acquired in the area of compensation, requests are often made to provide advice and assistance to other government and quasi-government institutions and agencies which are not part of the regular civil service.

Committees

The staff of the Compensation Division participated in the following committees:

— the Joint Salary Committee of the Department of Health and the Nova Scotia Association of Health Organizations

— the committee charged with the responsibility of reviewing benefits

— the Staff Advisory Committee

— various collective bargaining committees

— committees which are charged with the responsibility of evaluating and classifying all positions under the new management compensation system

POSITIONS REVIEWED BY PAY PLAN
1983-84

Pay Plans	Established	Higher	Lower	Delete	Title Change	No Change
CL	—	21	2	1	—	3
AS	—	6	—	1	—	3
DPP	—	—	—	—	—	—
EDA	—	—	—	—	—	—
EDB	—	—	—	—	—	—
HSA	—	—	—	1	—	—
HSB	—	—	—	—	—	—
HSN	—	—	—	—	—	—
LS	—	—	—	—	—	—
MOS	—	4	—	1	2	5
MMP	—	—	—	—	—	—
MS	—	—	—	—	—	—
PA	—	—	—	—	—	—
PR	1	5	—	1	—	—
SA	—	—	—	—	—	—
SE	—	—	—	—	—	—
SNA	—	—	—	—	—	—
TE	2	8	—	2	—	2
UNS	—	—	—	—	—	—
MCP	11	31	—	—	3	8
TOTAL	14	75	2	7	5	21

SUMMARY OF PERIODIC PAY REVIEWS FOR NON-BARGAINING CLASSES

Employee Group	Effective Date	No. of Employees	Increase	Approximate Cost
Administrative Support (AS)	26/12/83	312	5% across the board	306,300
Management Compensation Plan (MCP)	03/04/83	1,291	6.3% to 3% for an average of 5%	2,320,100
Medical Services (MS)	03/04/83	35	6% across the board	130,400
Pathologists (PA)	03/04/83	16	6% across the board	73,500
Laboratory Scientists (LS)	03/04/83	6	6% across the board	19,500
Dental Services (DPP)	03/04/83	6	6% across the board	16,500

APPOINTMENTS & SEPARATIONS BY STATUS
April 1, 1983 - March 31, 1984

Status	Appointments	Separations
Temporary/Summer	28	28
Temporary	96	45
Term	25	32
Probationary/Permanent	998	658
TOTAL	1,147	763

Reasons for separations of permanent, probationary, term, temporary, and temporary summer employees from the Civil Service during the fiscal year 1983–84.

Department	Permanent	Probationary	Term	Temporary	Summer	Total
Relocation	93	19	2	3	—	117
Marriage	4	—	—	—	—	4
Pregnancy	26	2	—	1	—	29
Continue Further Education	30	5	—	7	2	44
Travel	3	1	—	—	—	4
Self Employment	3	—	—	—	—	3
Working Environment	4	—	—	—	—	4
Conditions of Employment	6	1	—	—	—	7
Another Position	84	26	3	5	—	118
Left Without Notice	1	—	—	—	—	1
Unsuited For Position	5	6	—	—	—	11
Illness	12	5	1	—	—	18
Over 65	38	—	5	—	—	43
Deceased	12	—	1	—	—	13
Elective Retirement	92	2	3	—	—	97
Project Completed	—	—	—	—	—	—
Summer Employment	—	—	—	—	50	50
Term Employment	—	—	5	—	—	5
Temporary Employment	—	—	—	29	—	29
Appointment Cancelled	—	—	—	—	—	—
Personal	108	24	11	—	1	144
Miscellaneous	3	—	19	—	—	22
TOTAL	524	91	50	45	53	763

Number of temporary, term, probationary and permanent Civil Service employees as of March 31, 1984.

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Agriculture & Marketing					
Field Services	—	—	245	245	
Agricultural College	—	1	156	157	402
Attorney General	—	—	387	387	387
Consumer Affairs	—	—	91	91	91
Culture, Recreation & Fitness	—	—	51	51	51
Development	—	1	155	156	156
Education					
General	—	30	259	289	
N.S. Teachers College	—	—	88	88	
N.S. Institute Technology	—	19	112	131	
N.S. Land Survey Institute	—	2	19	21	
N.S. Nautical Institute	—	29	12	41	
Adult Voc. Training Centre	—	75	76	151	
N.S. Museum	—	11	67	78	799
Environment	1	—	127	128	128
Finance					
Head Office	—	1	112	113	
Provincial Tax Commission	—	—	139	139	252
Fisheries	—	4	74	78	78
Government Services					
Finance & Administration	—	—	40	40	
Systems & Computer Services	—	—	160	160	
Information Services	—	—	53	53	

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Construction & Accommodation Services	—	—	65	65	
Policy & Planning	—	—	5	5	323
Health					
General	1	6	530	537	
Victoria General Hospital	25	—	2,524	2,549	
Nova Scotia Hospital	1	1	719	721	
N.S.C.O.D.D.	—	—	170	170	3,977
Housing	—	33	109	142	142
Labour & Manpower	—	1	115	116	116
Lands & Forests	—	60	541	601	601
Mines & Energy	—	22	104	126	126
Municipal Affairs	—	21	237	258	258
Public Service					
Legislative Expenses	—	—	1	1	
Executive Council Office Administration	—	—	7	7	
Civil Service Commission	—	—	60	60	
Salvage Yard Licensing Act	—	—	9	9	
Gasoline Licensing Act	—	—	8	8	
Management Board	—	—	17	17	
Ministers' Salaries & Expenses	—	—	2	2	
Office of the Premier	—	—	4	4	
Emergency Measures	—	—	8	8	
Government House Admin.	—	—	6	6	
Election	—	—	2	2	
Protocol Office	—	—	3	3	
Auditor General	—	5	25	30	
Education Fund for Black Students	—	—	1	1	
Purchasing Agency	—	—	24	24	

Department	Term	Temporary	Probationary Permanent	Division Total	Department Total
Human Rights Commission	—	—	20	20	
N.S. Horse Racing Commission	—	—	1	1	
Ombudsman	—	—	3	3	
N.S. Lottery Commission	—	—	4	4	
N.S. Police Commission	—	—	5	5	
Motor Carrier Act Admin.	—	—	29	29	
Expropriation Compensation Board	—	—	1	1	
Legislative Council	—	—	6	6	
Office of the Speaker	—	—	13	13	
Advisory Council Status of Women	—	2	2	4	
Policy Board	—	—	11	11	
Municipal Board	—	—	2	2	
Workers Compensation Appeal Board	—	—	3	3	284
Social Services	1	—	828	829	829
Tourism	—	—	68	68	68
Transportation	—	18	947	965	965
TOTAL	29	342	9,662	10,033	10,033

INCREASE IN CIVIL SERVICE FROM 1961-62 TO 1983-84

Fiscal Year	Appointments	Separations	Number of Civil Servants as of March 31	Increase/Decrease over Previous Year	Percent of Increase/Decrease
1961-62	1,246	1,102	4,373	—	—
1962-63	852	982	4,243	-130	-2.9
1963-64	1,142	946	4,439	+ 196	4.6
1964-65	1,237	1,007	4,669	+ 230	5.2
1965-66	1,647	1,218	5,098	+ 429	9.2
1966-67	1,684	1,038	5,744	+ 646	12.7
1967-68	1,978	1,326	6,396	+ 652	11.4
1968-69	1,811	1,359	6,848	+ 452	7.1
1969-70	1,889	1,422	7,315	+ 467	6.8
1970-71	1,620	1,351	7,584	+ 269	3.7
1971-72	1,406	1,277	7,713	+ 129	1.7
1972-73	1,609	1,395	7,927	+ 214	2.8
1973-74	2,060	1,589	8,400	+ 473	6.0
1974-75	2,243	1,833	8,808	+ 408	4.9
1975-76	2,756	2,447	9,106	+ 298	3.4
1976-77	1,799	1,818	9,087	- 19	- .2
1977-78	1,888	1,840	9,135	+ 58	.6
1978-79	1,872	1,586	9,421	+ 286	3.1
1979-80	1,589	1,506	9,504	+ 83	.9
1980-81	1,492	1,470	9,526	+ 26	.3
1981-82	1,729	1,492	9,763	+ 237	2.4
1982-83	763	879	9,648	-115	-1.2
1983-84	1,148	763	10,033	+ 385	3.9

STAFF RELATIONS DIVISION

The Staff Relations Division provides a wide range of collective bargaining and labour relations services throughout the government service, including the Civil Service Commission and a broadly defined Public Service, which includes hospitals and school teachers. In addition to direct participation in the collective bargaining process, the division advises and consults with departments on all labour relations matters, including contract interpretation and grievance administration, discipline and discharge matters, joint labour-management consultation, and management labour relations training.

Collective Bargaining
Civil Service Bargaining

Non-managerial employees, represented by the Nova Scotia Government Employees Union, are divided into nine bargaining units, each with its own collective agreement. Seven of the nine collective agreements expired during the year under review, with the remaining two collective agreements expiring in early April, 1984. As a result, collective bargaining is presently underway with nine separate bargaining units involving the Division's staff and the Union representing civil service employees.

Part of the reason for lengthy negotiations this year (several bargaining units began negotiations in December, 1983) is the emphasis the NSGEU Union has placed on issues revolving around job security. This, combined with the usual demand for improved wage and benefit packages, has led to the protracted negotiations.

A separate round of negotiations with the Nova Scotia Government Employees Union that is being conducted concurrently with the other negotiations, involves the introduction of Long-Term Disability coverage for bargaining unit employees. Difficulties surrounding this set of negotiations are centered around finding a formula for integrating the current sick leave provisions with a Long-Term Disability plan. Negotiations regarding this, and other attendant issues, are continuing.

In July 1983, staff of the Division successfully concluded an agreement with the Nova Scotia Government Employees Union

covering remuneration to employees who use their private automobile on government business. Although expenses were not included in the government's wage restraint legislation, increases were kept to the 6 percent limit applicable to wages.

Transportation Workers' Bargaining

Staff of this Division are involved in negotiations with the Canadian Union of Public Employees representing highway workers employed by the Department of Transportation. While these employees' collective agreement does not expire until June 8, 1984, negotiations for a renewal of the agreement are well underway. Preliminary indications are that, as with the civil servants, this group of employees will be stressing job security issues in addition to wage increases.

Teachers' Bargaining

The Minister of Education is by legislation named as the Employer in negotiations with the Nova Scotia Teachers Union representing 11,000 teachers respecting salaries and other monetary issues in general. The Staff of this Division acts on behalf of the Minister in these negotiations. As is customary, negotiations with the Nova Scotia Teachers Union began in early March and are continuing at this writing. By the very nature of the arm's length relationship between the Minister and the teaching profession, negotiations are extremely complex and time consuming.

Grievances and Adjudication

While staff in the Division received the usual number of grievances and complaints concerning the administration of the 9 bargaining unit collective agreements and the problems associated with the disciplinary process, only 6 grievances had to be resolved by adjudication. The small number of adjudications, particularly during a time when one would normally expect numerous challenges to the job posting procedures, speaks well of the improvements that have been made in this area. Mention should also be made of the increased awareness of labour relations practices that is in evidence from the confident manner in which most mid-management employees conduct themselves when faced with labour-management problems.

Management Education

The labour relations education program conducted by Division staff continues to receive wide-spread acceptance. It is the Division's belief that it is this educational effort by our staff that has led in large extent to a reduction in the number of issues that must be determined by adjudication. Managers who have attended these workshops have all been enthusiastic in their support for a continuation and, indeed, an expansion of our educational efforts.

Public Sector Compensation Board

The Public Sector Compensation Board was appointed to administer the Public Sector Compensation Act. The latter was enacted by Government as a means of reducing wage expenditures by Public Sector employers.

Staff of the Division were assigned the responsibility to the Board for the administrative support function. In this capacity, staff analyzed 924 wage and benefit plans submitted by 476 public sector employers.

OFFICE SERVICES SECTION

The Office Services Section is the internal personnel administration arm of the Civil Service Commission. Essentially it is responsible for the control of budgets and appropriations and the efficient and economical utilization of space and equipment in consultation with the directors of the various divisions. In addition, it offers specific services to all departments, boards, commissions and agencies of the provincial government. This includes information on government policies, on the proper completion of Civil Service Commission forms and on procedures to be followed in order to implement various transactions. These include appointments, separations, reclassifications, change of status, transfer, leaves, negotiated increases, periodic pay reviews, change of job title, extensions, increments, suspensions, change of account number and position numbers, and allowances and deductions. This ongoing service, which requires constant daily telephone contact with all departments of government, is illustrated by the following table:

Number of transactions by month for the fiscal year 1983-84

April	2,144	October	2,160
May	2,144	November	1,931
June	1,548	December	1,650
July	2,106	January	2,191
August	2,241	February	1,894
September	2,287	March	2,458
	TOTAL — 24,754		

Approximately 80 percent of these transactions required that employees be notified by letter.

The Computer-Based Personnel Administration and Information System, which contains the records of all Civil Servants, continues to be upgraded by the introduction of Service Requests from the Civil Service Commission set on a priority system. Fourteen Service Requests were implemented through which these programs were streamlined, old programs deleted and new programs introduced. The system is maintained for the implementation of increments, periodic pay reviews, and collective agreement increases. Also, numerous other employee statistics are supplied on a regular basis, or request basis, as required by the various divisions of the Civil Service Commission

as well as other departments of government.

Four hundred seventy-six injuries which civil servants and order-in-council appointees sustained while on duty were processed through the section to the Workers' Compensation Board, showing an increase of 107 injuries over the previous fiscal year.

Two Annual Long-Service Award Presentation Ceremonies were held at Government House on November 4 and 8, 1983, respectively. Sixty public servants who represented 15 departments of government and who had completed 25 years of service with the Province of Nova Scotia were presented with citations and awards by His Honour, Lieutenant Governor John E. Shaffner, who was assisted by Mr. George L. Hall, Executive Director of the Civil Service Commission.

RECIPIENTS OF LONG-SERVICE AWARD BY DEPARTMENT

AGRICULTURE & MARKETING
Stuart F. Allaby
Michael P. Cassidy
James E. Hawley
Richard J. Huggard
George F. MacKenzie

ATTORNEY GENERAL
Elmer J. MacDonald
Jean Westerman

CULTURE, RECREATION AND FITNESS
Genevieve Archibald

EDUCATION
William E. Chambers
James F. Doig
John A.C. Kaulback
Earl C. Lantz
Glen A. Pierce
Morton A. Reinhardt

FINANCE
Keith B. Shaw

GOVERNMENT SERVICES
Herbert L. Conrad
Walter J. Giles
Frank T. Lovett
Charles M. Nicholson

HEALTH
Ernest C. Deyoung
Thelma E. Dunn
John W. Hayter
Margaret R. MacKenzie
Genevieve R. Smith
Edna R. Walsh

LABOUR & MANPOWER
George M. German

LANDS & FORESTS
Abraham Berthier
F. Cornelius van Nostrand
James T. Porteous
Donald C. Wood
Harris W. Wood

MINES & ENERGY
Grant W MacDonald

NOVA SCOTIA COMMISSION ON DRUG DEPENDENCY
Rita C. Bates
Clara J. Hillier
Lorraine Lewis
Doris C. MacRae

NOVA SCOTIA HOSPITAL
John A. Arsenault
Theodore R. Seward
Jeannine M. Theriault
Ronald B. Warnell

SOCIAL SERVICES
George A. Guye
Robert D. Tudball

TRANSPORTATION
Russell H. Aker
David B. Boutilier
Robert G. Hanes
John P. Kaiser
A. Emerson King
Ronald J. Langlois
Charles L. MacKenzie
Earl H.A. MacKinnon
Henry B. Severance

Clifford J. Smith
Earl C. Woodworth

VICTORIA GENERAL
HOSPITAL
Dorothy A. Aitken
Gerald J. Chaisson
George P. Fagan
Arthur S. Verge
Guy F. Westhaver
Frederick N. Wiswell
Evelyn A. Young